



# Hendry County Sheriff's Office

## General Order 10.3

<b>TITLE:</b> Performance Evaluations	<b>SHERIFF'S APPROVAL:</b> Digital
<b>ORIGINATION DATE:</b> August 4, 2018	<b>REVISION DATE:</b> May 22, 2019
<b>RELATED REFERENCES:</b>  CFA: 12.01, 12.02, 12.03, 12.04, 12.05, and 12.06	
<b>REVIEW FREQUENCY:</b> 3 YEARS	<b>DATE OF NEXT REVIEW:</b> May 22, 2022

**I. PURPOSE:** The purpose of this order is to provide the mandatory procedures for performance evaluations.

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**II. SCOPE:** This order shall apply to all sheriffs' office members.

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**III. POLICY:** Performance reviews are used by the Sheriff's Office as a means of providing employees with immediate feedback of positive performance, constructive criticisms, or corrective measures for all employee performance. Performance reviews are based only on the criteria and duties specific to the employee's current position or assignment. Performance reviews are maintained in the Performance Management Plus (PMP) system.

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#### **IV. PROCEDURE:**

- A. Supervisors are required to review the performance of their employees during each work shift and provide the employee with written documentation on their performance as needed. Non-probationary employees are exempt from performance reviews.
- B. All employees are required to receive a performance evaluation, with exceptions noted, at least annually. All new employees, newly promoted employees, or employees placed in a new job class are to receive a 6-month end-of-probation performance review, in writing, using job related measures and procedures, which are to be completed in the PMP System. The end-of-probation performance review must be received in Human Resources no later than 14 days prior to the expiration date of the probationary period.
- C. Employee performance measures are: Above Standards, Meets Standards, or Requires Improvement.
- D. With the exception of specific performance reviews that are completed in PMP, supervisors are to document an employee's substandard performance on a 300.26-01 Employee Counseling Form and provide constructive criticism, or corrective measures. PMP will be completed in its entirety, providing explanatory comments, and signed as indicated. All contain signatures of the employee's supervisor and division head. If e-sign is not available the evaluation will be printed and signed in ink then delivered to HR for inclusion in the members personnel file.

E. With each review that is completed in PMP, supervisors are to document an employee's performance, providing explanatory comments, and signed as indicated.

F. Rater responsibility and training

1. All supervisors are to be trained in conducting employee performance reviews.
2. At the time of new assignment of either an employee or supervisor, supervisors (raters) are to counsel each employee regarding the employee's job description, level of performance expected, and the criteria the supervisor uses to determine employee performance.
3. It is the responsibility of each supervisor to provide employees under their immediate supervision with ongoing constructive performance reviews, whether positive or negative. Supervisors are encouraged to communicate with their employees each shift regarding their performance; the majority of this communication will be verbal. The supervisor will give written notice of substandard performance prior to the end of the rating period and document this information in PMP.
4. Supervisors are to document employee performance reviews as stated above, as needed.

G. Employee review

1. A meeting is scheduled between the supervisor and the employee to discuss and review the documented performance review. Employees are given the opportunity to read, provide written comments, and sign the form; an employee's signature indicates the employee has read the document. The employee is provided a copy of the form upon completion of the meeting, if requested.

H. Employees may contest a performance review rated 'requires improvement' by addressing their concern with their immediate supervisor. If the immediate supervisor does not resolve the employee's concern, the employee then forwards a written memorandum request to the Division head, through the chain of command, stating the specific points of disagreement with the reviewing supervisor.

I. Performance reviews are only used for work related measures such as: promotions, transfers, eligibility for law enforcement related off-duty employment, disciplinary actions, and layoffs.

J. Employees Requiring Performance Improvement

1. Employees who fail to meet performance expectations, operational or behavioral standards may be provided with a Performance Improvement Plan (PIP).
2. The PIP is a management tool that identifies specific performance or behavioral areas that require improvement with specific timelines and objectives for each particular area. The PIP outlines progressive and measurable training to be provided, performance expectations, and/or behavioral goals to address and solve. The PIP does not replace nor is it to be used in lieu of disciplinary actions.
3. All employees on a PIP are to receive a performance review every 60 days, not to exceed 180 days. These performance reviews are to be completed in the PMP System.
4. The PIP does not constitute a contractual agreement between HCSO and the employee.

5. Failure to meet the improvement standards outlined within the PIP constitutes an employee's inability to perform the essential functions of the job and may result in dismissal from employment. Dismissal for failure to meet PIP requirements must be justified by the employee's division head, recommended by the Human Resources Director, and approved by the Sheriff or designee.
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## **V. GLOSSARY:**

**PERFORMANCE** – Actions taken or omitted with regard to specific functions, tasks, or assignments.

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